



DATE: April 8, 2017

TO: Honorable Mayor and Councilmembers of the Lemon Grove City Council

FROM: David De Vries, Development Services Director
Miranda Evans, Management Analyst

SUBJECT: Downtown Village Specific Plan Expansion (DVSPE) City Council Workshop

ATTACHMENTS:

- A. DVSP and DVSPE Study Area Map
- B. DVSPE Draft Vision and Goals

Summary:

City staff, in coordination with the City's consultant, Rick Engineering's Community Planning and Sustainable Development Division, is in the process of updating and expanding the City's 2005 Downtown Village Specific Plan. This memorandum provides an overview of the 2005 Downtown Village Specific Plan (DVSP) and the SANDAG grant for the expansion, an overview of the Baseline Opportunities and Constraints Report prepared for the Downtown Village Specific Plan Expansion (DVSPE), and results from the public outreach program, including key findings from the community and business owner surveys and the two community workshops.

The City Council Workshop will include public comments and presentations by the consultant team and City staff as it relates to three topics in association with the DVSPE: 1) Vision and Goals, 2) Land Use and 3) Mobility. The City Council is requested to provide feedback as it relates to each topic. The topic discussion will include background, public outreach findings and consultant recommendations. The feedback provided will be utilized to draft the DVSPE. The consultant team and City staff will return with a draft plan for the City Council's feedback and consideration, including environmental analysis, within three-to-six months.

Background:

The Existing Plan (DVSP)

The Downtown Village Specific Plan (DVSP) was adopted by the Lemon Grove City Council in 2005. The DVSP area is synonymous with Special Treatment Area I (STA I) and covers approximately 58.3 gross acres and is generally bounded by North Avenue to the north, Olive Street to the west, Lincoln Street and Central Avenue to the south, and School Lane, Grove Street and Kempf Street to the east (Attachment A). The existing land uses are predominantly commercial and civic-oriented uses, with limited areas of single and multifamily housing, light industrial uses and professional buildings.

The DVSP was designed to stimulate growth and mixed use opportunities in the downtown. A few of these key projects, which resulted from the DVSP, include the Main Street Promenade Park, a linear park themed 'Yesterday, Today and Tomorrow'; Citronica I, a five story/56-unit affordable housing complex with 3,650 square feet of retail space fronting North Avenue; Citronica II, a five story/80-unit affordable senior housing complex; and Celsius, the newest addition to the Main Street Promenade area, which is a four story/84-unit market rate complex. The goal of the DVSP is to implement the 1996 General Plan's vision for the Downtown Village: to create a lively mix of retail, offices, condominiums and apartments supported by a variety of transportation options.

SANDAG Smart Growth Incentive Program Grant Award

In 2006, SANDAG accepted the first Smart Growth Concept Map (SGCM) to illustrate the location of existing, planned and potential smart growth areas in the County. SANDAG initially adopted two smart growth sites in Lemon Grove: the Lemon Grove Depot Trolley Station at Broadway and Main Street (LG-1 Town Center), and the Massachusetts Trolley Station at Lemon Grove Avenue and Massachusetts Avenue (LG-3 Community Center). During the SGCM's update process, the City Council consented to expanding the smart growth area to allow for continued success of Transit Oriented Development (TOD). As such, SANDAG has identified the expanded area around the existing DVSP as a Smart Growth Opportunity Area (LG-2 Town Center). This designation places the City in a position to acquire capital infrastructure grants in the future and to become a regional hotspot for smart growth and TOD. In 2015, the City Council expressed interest in exploring new opportunities for the downtown and as such, they authorized the submittal of a grant application for an expansion to the DVSP consistent with SANDAG's updated SGCM. The City was later awarded the grant and the City Council contracted with Rick Engineering to prepare the DVSPE. Brian Mooney is the principal-in-charge and he also prepared the original DVSP.

The Expanded Study Area (DVSPE)

The expanded study area is over four times larger than the DVSP area and is generally bounded to the north by State Route 94, to the east by Washington Street and Kempf Street, to the south by Golden Avenue, Lincoln Street, Central Avenue, Church Street, and Pacific Avenue, and to the west by Olive Street, Buena Vista Avenue, New Jersey Avenue and Massachusetts Street (Attachment A). The DVSP Expansion area consists of approximately 254.2 gross acres, inclusive of the original DVSP boundaries. This area falls within a walkable distance to mass transit (trolley and bus service). It is worth noting the study area also encompasses other Special Treatment Areas (STAs) that are identified in the General Plan, including STA III (Regional Commercial), STA V (Automotive Sales District) and STA VIII (Eastern Central Avenue Residential).

The DVSPE will serve as a long-range planning document that defines Downtown Lemon Grove's growth over the next 20 years. A key goal of updating the DVSP and incorporating the expansion area is to leverage development opportunities near the transit station to achieve goals related to economic development, place making and increased mobility.

DVSPE Project Tasks

The DVSPE planning project is comprised of eight tasks, listed below, that are designed to comprehensively update and expand the existing Downtown Village Specific Plan.

- Task 1: Consultant Selection
- Task 2: Award Consultant Contract
- Task 3: Conduct Community Outreach
- Task 4: Prepare Existing Conditions Report
- Task 5: Prepare Technical Studies
- Task 6: Prepare Draft Plan
- Task 7: Environmental Clearance
- Task 8: Adopt Final Plan

The SANDAG Smart Growth Incentive Program Grant requirements stipulate that the project be completed no later than November 22, 2017. The project is currently on-budget and on-time.

General Plans Compared to Specific Plans

The City adopted its General Plan in 1996 and is currently in the process of a scheduled update. General Plan components include:

- Vision, goals and policies to guide all development and land use activity within the City;
- Land use designations are created to direct the location and intensity of uses; and
- Street and park infrastructure designations are identified to prioritize specific infrastructure improvements within the City.

A specific plan, such as the DVSP and DVSPE, includes the components listed above, but also includes more specificity as it relates to design guidelines. Design guidelines provide discretionary direction to enhance the desired character of a neighborhood and improve the aesthetic and functional quality of development projects.

Design guidelines can include streets, parks, storefronts, architecture, art, landscape, lighting, signage and other features.

Existing Conditions

Baseline Opportunities and Constraints Report

The Baseline Opportunities and Constraints Report (available online at www.tinyurl.com/dvspe) was prepared to assist with the development of the DVSPE. The report establishes an inventory of existing conditions and serves as a starting point to later identify possible implementation tools for future programs and projects to help the City achieve its desired vision for a vibrant Downtown Village. It is a compilation of a series of white papers studying seven topics related to the DVSPE. Key findings for each topic are summarized below.

- **Land Use:** Existing land use patterns within the DVSPE area pose a number of constraints preventing the City from achieving full development potential within the study area. These constraints include: a predominance of small parcel sizes that would likely be required to be assembled in order to accommodate higher density development; the limited number of parcels within the DVSP Expansion Area that the City owns would require the ability to leverage market forces and developer incentives to trigger desired changes; and an abundance of established land uses (already developed) increases costs towards redevelopment.

There are a number of existing land uses and factors the City could utilize to encourage and promote development within the DVSPE area. These land use factors include the City's central location, the presence of a Trolley station, a walkable geographic area, and many underutilized or vacant parcels. These land use factors can form the foundation for the City to implement a comprehensive Specific Plan that could incentivize increased development to establish a more livable, walkable and pedestrian-oriented environment. Through the addition of more market rate housing and employment centers bringing families and professionals into the DVSPE area, the City can attract more entertainment oriented land uses and high quality retailers (e.g., movie theatres, sit-down restaurants, breweries, etc.). The most critical opportunities include reducing development costs through low fees, short development review and entitlement timelines, and minimized City requirements and expanded development opportunities through zoning allowances for five story mixed uses and allowances for entertainment and employment oriented land uses and high quality retailers.

- **Visual Character:** Many areas in Downtown Lemon Grove lack visual interest, are not pedestrian friendly and/or are not well maintained. Opportunities exist within the DVSPE area to enhance the visual character to attract development, residents and visitors and include enhancements to the overall visual landscape of the area, such as developing an arts or historic district, allowing and requiring art within the downtown, the installation of street lighting and furniture and amenities, and implementing public art displays, façade improvements, "green-street" designs, a wayfinding program and gateway signs to highlight entrances into the downtown area (a sense of place and belonging). Design guidelines could allow for unique architecture and design within the downtown. Funding is the biggest constraint to improving Downtown Lemon Grove's character.
- **Mobility:** Traffic circulation within the DVSPE area exhibits wide streets throughout the downtown creating a favorable environment to allow for "road diets," sidewalk expansions, landscaping, lighting and the installation of buffered bicycle facilities. Traffic on the west side of the trolley tracks is more constrained whereas traffic on the east side of the tracks allows operates at high service levels allowing for road diets and more growth and density. There are two existing conditions within the DVSPE area that pose constraints towards implementing an efficient circulation system: 1) the State Route 94 and Lemon Grove Avenue Interchange and 2) the Trolley station and tracks that cause vehicle and pedestrian congestion at the intersection of Broadway and Lemon Grove Avenue. There are long-term plans to grade separate the trolley line in place to alleviate these issue areas; however, there is a need for interim interventions in order to accommodate a more efficient pattern of circulation for pedestrians and vehicles. Funding is the biggest constraint to improving the mobility of the downtown.
- **Infrastructure:** Water service, wastewater service, stormwater and drainage service and utilities are all sufficient to accommodate future growth. Water service and infrastructure is owned and managed by Helix Water District and the system currently presents little to no obstacles to future development within

the DVSPE area. Wastewater service and infrastructure is provided and maintained by the Lemon Grove Sanitation District. There are three wastewater pipelines that exhibit wastewater flow ratios that will require monitoring in order to assure adequate service is provided for future population growth. There are no constraints to development due to existing conditions within Downtown Lemon Grove stormwater systems, as revitalization or reuse would occur over land that has been previously developed or disturbed. However, there are six locations within the DVSPE area that are experiencing drainage deficiencies and should be monitored and/or improved if these deficiencies continue or are exacerbated. Utility systems within the City are generally sufficient to support an increase in population and development.

- Public Safety: Providing a safe, well-lit urban environment for residents and visitors to shop, eat and socialize are critical elements to the revitalization of downtown Lemon Grove. The County of San Diego Sheriff's Department provides law enforcement services for the City and while current staffing levels are adequate to meet response time standards for the City, the local Department will likely be strained by an increase in population and development. Law enforcement staff located within the City of Lemon Grove Substation have expressed concerns that additional staffing and equipment would be necessary in order to meet the service call demands associated with the anticipated development increase. Fire protection and emergency medical services within the DVSPE area are adequate to accommodate future development, as Heartland Fire and Rescue has achieved an Insurance Service Organization (ISO) 1 classification, the highest level achievable.
- Environmental Issues: Environmental concerns related to biological resources, cultural resources, geologic conditions and hazardous materials are insignificant and mitigation will occur if necessary. The downtown area is highly urbanized and previously disturbed by human activity with little to no constraints towards development. Historic/cultural resources within the DVSPE area are limited to seven historic sites and there are opportunities to allow for either the preservation or demolition of these sites. Tribal consultations are required as a part of most development and may constrain future development.
- Market and Economic Analysis: The market and economic analysis conducted includes the assessment of residential, retail and office needs based on regional and local trends. Market rate housing is a critical driver in attracting desirable land uses for Lemon Grove (i.e. hoteliers, entertainment venues, family restaurants, breweries, etc.) contributing to local spending for retail, dining and services. Based on permit records within the DVSP over the last 12 years, only areas that were rezoned to five stories or more received interest that resulted in redevelopment. In sum, over 3 acres have been redeveloped with 220 new dwelling units over the last four years. For the areas only allowing three story building heights, no development occurred.

Residential housing development within the DVSPE area, such as multi-family housing in close proximity to retail, services and transportation amenities would serve to support an expansion of the commercial/office space development opportunities within the City. Retail locations within the DVSPE area are generally concentrated along Broadway, between Massachusetts Ave and Grove Street. The City should maintain and preserve their existing strengths as a supplier of affordable merchandise and clothing, while trying to attract new non-competitive tenants in the areas of food and beverage supplies, building materials, and gardening equipment, among others.

A critical element to the City's sustainability and economic viability is addressing the jobs-housing balance. The jobs-housing balance is a concept that illustrates the ratio relationship between the number of jobs and the number of resident workers in a given city. Research indicates that benefits typically attributed to jobs-housing balance are: reduced driving and congestion, lower costs to businesses and commuters, lower public expenditures on facilities and services, greater family stability and higher quality of life.

There is limited opportunity for high quality office development in the near term, so the City should focus on attracting professional office users (finance, real estate, family medical services). Generally, there are few employment industries in the City and additional hubs are needed for Lemon Grove to be consistent with regional averages. The San Diego region has seen a continuing trend in the demand to provide more housing and job opportunities in existing urbanized areas and Lemon Grove is no exception. In the long term, providing a community identity (a sense of place), well maintained

infrastructure and creating a regional destination will help attract family oriented businesses and entertainment uses and professional offices and hotels.

Public Outreach Overview

The public outreach process informs the public and ensures they have a voice in the decision-making process. There are also statutory requirements regarding public participation that must be complied with. As such, opportunities for the involvement of citizens, public agencies and other community groups must be provided pursuant to Government Code §65351 and CEQA requirements. In recognition that public participation is a valuable process, the City Council approved a robust Public Outreach Program (available online at www.tinyurl.com/dvspe) for the DVSPE in 2015.

Noticing/Marketing

Key elements of the Public Outreach Program included: noticing and marketing; community group meetings; door-to-door canvassing Downtown sharing flyers with business owners; and property owner notifications.

Five pop-up events throughout the City were planned to help increase interest in the DVSPE project, solicit input through surveys and promote the two community workshops. A DVSPE project webpage (www.tinyurl.com/dvspe) was created on the City's website with on-going project updates, workshop announcements, materials and summaries, surveys and reports for public review. Project updates were also shared on the home page of the City's website. Numerous e-notifications were sent out to the stakeholder list and subscribers to the Development Services list serve.

Two media advisories were released to market the workshops. As a result, two articles on Lemon Grove's DVSPE were published in the *San Diego Union Tribune*. Bilingual project flyers were created and distributed in community places of interest and posted in City all facilities. Advertising was also done in the City's newsletter, *The Grove Gazette*. A consistent social media campaign was conducted on the City's Instagram, Facebook and Twitter profiles. Additionally, the School District assisted with all-calls to parents to inform them of both community workshops. They also advertised the workshops on their website.

Community Surveys

Surveys in various forms were utilized to gather the public's input. Business owner surveys (9 completed) and property owner and stakeholder surveys (156 completed) provided valuable feedback to City staff and the consultant team. Survey questions and results are included in the Public Outreach Program (available online at www.tinyurl.com/dvspe). All property owners were provided the link to the project page through direct mailings and were invited to participate in the applicable surveys.

The business owner surveys provided insights into the attractors and challenges of operating a business in Downtown. Generally, business owners cited competitive rents or property values and convenient freeway access as the major attractors of conducting business Downtown. The major challenges that were cited include unappealing physical building aesthetics and a perceived lack of maintenance and cleanliness throughout the area as a whole. Another challenge to conducting business in the area is the perception of high crime. Business owners expressed belief that streetscape improvements, façade improvements, and wayfinding signage will improve their business opportunities.

Results of the general surveys indicate that the majority of residents visit Downtown at least once a week. Primary reasons for doing so include activities, such as dining out, shopping, and visiting the post office. However, a majority of residents do feel that Downtown is not family-friendly and would like to see more food and drink venues, entertainment venues, and shops. Residents cited that shopping choices were limited and that they would like to see a greater variety of retail sales and services. Respondents indicated that they were open to the formation of themed districts, such as an Arts District and Historic District. Deterrents to visiting the Downtown area include perception of crime, a lack of parking, and vagrancy. Regarding preferred housing types, respondents indicated that they were open to stacked flat apartments, townhomes, and live-work units.

Community Workshop #1: Saturday, August 27, 2016

Community Workshop #1 was held at the Lemon Grove Community Center on Saturday, August 27, 2016. The purpose of workshop 1 was to engage the community on key issues and opportunities based on general

feedback and the background report. An estimated 82 participants attended the workshop. Five stations related to the following topics were set up:

- Neighborhoods and Vision;
- Land Use and Density;
- Mobility;
- Urban Design and Arts; and
- Business and Economic Development.

Generally, attendees were open to two to five story buildings in the Downtown, but also wanted to retain the City's small town feel. The cleanliness and perception/presence of homeless/transients, crime and criminal activity was the largest deterrent to community members spending more time Downtown. There was a lot of animosity towards new affordable housing developments, reductions in parking and potentially increasing traffic. More family oriented and business professional type businesses were highly desired (e.g. restaurants, breweries, brewpubs, movie theatres, etc.). Generally, attendees were open to office and hotel type uses. Having a larger mix of businesses was also desired. Allowing for art and providing an art district was generally well supported. Attendees requested safe walking and biking connections between destinations within the Downtown corridor and ranked pedestrian access as a high priority. Creating a more walkable Downtown with more trees/shade and seating/plaza areas was a high priority. Additional park and parkette areas were desired. The complete workshop summary is available online (www.tinyurl.com/dvspe).

Community Workshop #2: Saturday, December 10, 2016

Community Workshop #2 was held at the Lemon Grove Recreation Center on Saturday, December 10, 2016. The purpose of this second workshop was to obtain community feedback on specific alternatives to shape the draft plan. Approximately 61 community stakeholders attended the workshop; only a few of the participants were return visitors from the first workshop held in August 2016.

The Workshop #2 format included four stations related to the following topics:

- Neighborhoods and Land Use;
- Mobility and Connections;
- Urban Design, Art and Parks; and
- Business and Economic Development.

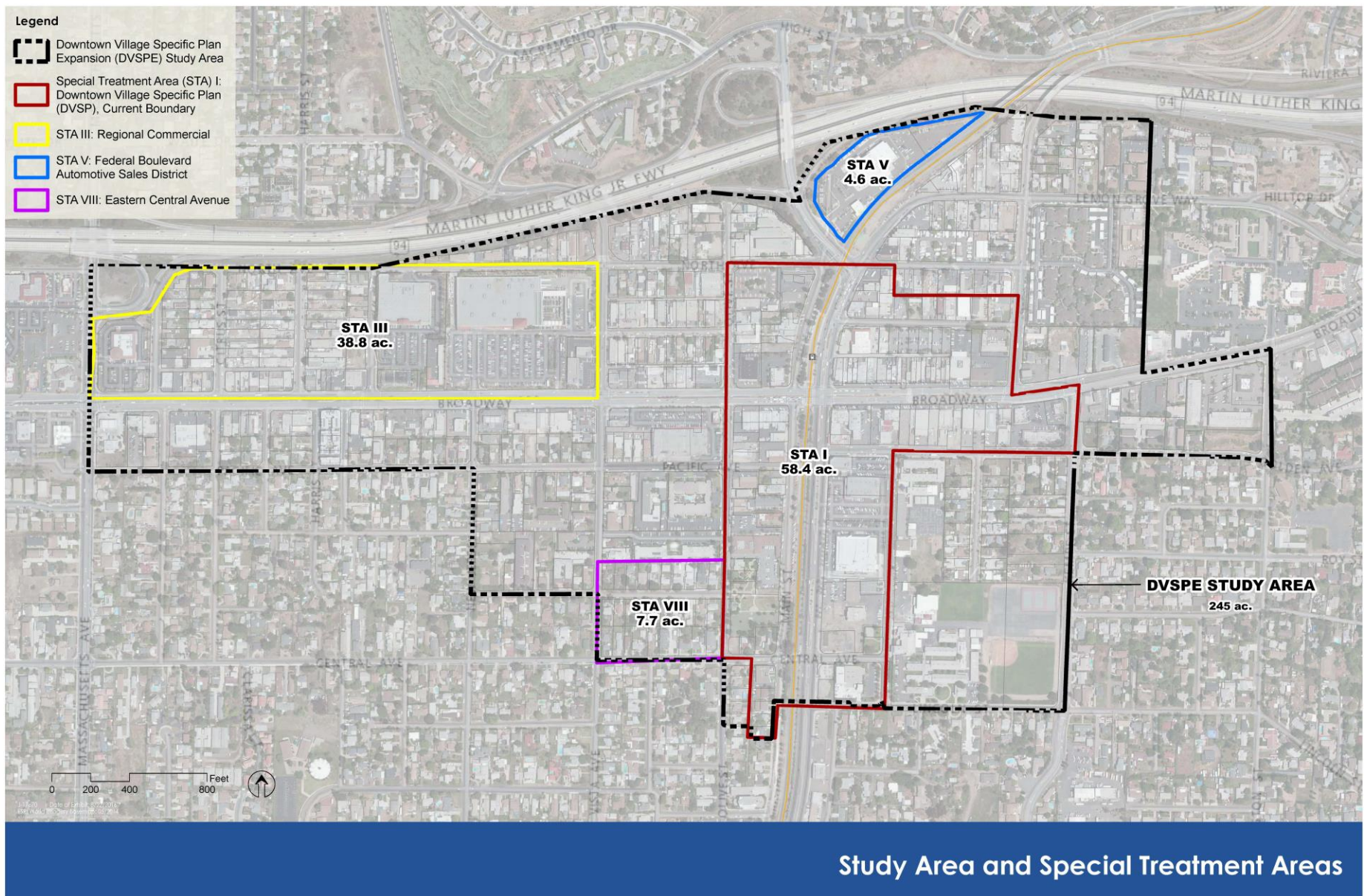
Generally, stakeholders are excited about change in the Downtown, but in part want to retain a "small town" ambiance or "village" feel. Respondents were very supportive of concepts like a Broadway road diet and plaza space, an arts district and historic district, expanded pedestrian corridors, and creating opportunities for outdoor live performances. Respondents also concurred with the three major constraints to economic development within the Downtown Study Area identified by the consultant team, which include a lack of strong identity, relatively low median household income and an overall lack of economic generators. Multiple respondents also identified increased trash, a lack of maintenance or cleanliness and homelessness as problems that should be addressed within the Downtown Study Area.

Recommendation:

Staff has prepared a few topics, as shown below, for which City Council feedback is being sought. Staff's presentation will provide an overview of the following topics, including existing conditions, community feedback and recommendations for the draft DVSPE:

- The Plan's Draft Vision and Goals;
- The Draft Land Use Plan; and
- The Draft Circulation Plan.

City staff and consultant recommendations for the draft Vision and Goals are attached (Attachment B).



DRAFT VISION, GUIDING PRINCIPLES, GOALS, AND POLICIES

Vision for Downtown Lemon Grove

Imagine Downtown Lemon Grove as a vibrant sustainable community center that serves both the residents and the region. A series of neighborhoods developed to provide a balanced mix of housing options, shopping and entertainment choices, and employment opportunities. New development, which integrates landscape, shade trees, parks, open space, art and history, creating an inviting atmosphere for pedestrians to stroll through Downtown's attractive and well-lit streets. Downtown provides inviting public places that build on the unique "small town" character of the City of Lemon Grove. This is the vision that the Downtown Village Specific Plan Expansion (DVSPE) seeks to achieve.

Guiding Principles, Goals and Policies

The following guiding principles and goals for the Lemon Grove Downtown Village Specific Plan Expansion provide the foundation of the regulatory framework that is implemented through the land use plan, zoning regulations, development standards, and design criteria. Goals further describe the intent of the guiding principles; policies describe actions that can be taken to implement the associated goal.

Guiding Principle (1): *Develop A Vibrant Downtown*

Goal (1): Create a vibrant and dynamic downtown district that is visually attractive and creates a unique regional identity for Lemon Grove.

Policies:

- Create a series of planning areas, or districts, that work together to establish a positive identity for Downtown. Include an arts district, historic district, and downtown district each with their own unique identities and opportunities to live, work, and play in an urban environment.
- Identify a land use pattern that creates a mix of opportunities for residential, office, retail, entertainment, tourist, hotel, conference, employment and other desired uses.
- Create a strong sense of identity for the Downtown through landscaping and streetscape enhancements, storefront improvements, and the establishment of a comprehensive signage system comprised of informational, directional, monument and gateway signs that are architecturally compatible with the existing urban fabric.
- Require the Historic Modern, Contemporary, and/or Art Deco architectural styles in the arts district.
- Require for Spanish Colonial/Mission Revival, American Mercantile, and/or Craftsman/Federation architectural styles in the Historic District.
- Require American Mercantile and/or Craftsman/Federation architectural styles in the Downtown District.
- Provide development incentives, such as additional building height, for projects that help achieve the desired vision for downtown.
- Encourage the use of art to enhance public areas and require art for new development within the Art District.
- Encourage ample plants and large shade trees to reduce heat and create a pleasurable atmosphere.
- Develop a pocket park/parkette requirement for new development.

ATTACHMENT B

Guiding Principle (2): Create A Pedestrian-Oriented Environment

Goal (2): Foster the creation of a pedestrian-friendly environment with amenities and activities.

Policies:

- Create a pedestrian oriented environment that attracts local and non-local visitors to experience an atmosphere that is entertaining and vibrant with activity.
- Establish a land use pattern that provides a variety of uses within walking distance of the Trolley.
- Encourage infill development to be redeveloped in a visually attractive and pedestrian-friendly way with higher residential densities in key locations that support Downtown non-residential uses
- Develop a roadway classification system that emphasizes pedestrian access and mobility.
- Plan for a road diet along Broadway, between Lemon Grove Avenue and Grove Street, to expand the outdoor retail shopping corridor.
- Require pedestrian-oriented, ground-floor retail and restaurant uses that reinforce and expand downtown Lemon Grove's unique character.
- Encourage outdoor dining and beer and wine establishments.
- Allow and encourage outdoor shopping kiosks, events, performances and live music.
- Encourage safe, comfortable and convenient pedestrian crossing options complete with enhanced landscaping, lighting, public art, and street amenities and furniture that improve walkability and pedestrian connections.
- Activate the area by day, night, and weekends.
- Limit uses that do not contribute to the pedestrian environment.
- Allow for dog parks.
- Provide pedestrian scale lighting within pedestrian corridors and parking areas.

Guiding Principle (3): Encourage Thriving Transit-Oriented Development

Goal (3): Encourage a concentrated, transit-oriented downtown core centered around a safe and attractive transit station with opportunities for increased densities and the implementation of smart growth development ideals.

Policies:

- Create a mix of building types and core uses that have a direct relationship to transit.
- Allow for high residential, retail, employment, hotel, conference, and entertainment densities to be developed in close proximity to transit locations.
- Incentivize retail and commercial businesses to locate near the transit station.
- Encourage the use of transit-oriented development principles for new development.

Guiding Principle (4): *Develop Balanced Parking Options*

Goal (4): Obtain a balanced parking supply to support the viability of commercial district businesses while minimizing impacts on adjacent neighborhoods.

Policies:

- Provide reduced parking standards for development within ¼ mile of the Trolley station.
- Pursue parking agreements with commercial owners of underutilized parking lots to provide public parking and explore the formation of future parking districts.
- Use signage to direct vehicles to appropriate convenient parking for their specific destination or activity.
- Create a program to collect appropriate fees from Downtown revitalization projects that are unable to provide required parking on-site to provide additional public parking.
- Consider metered parking as parking demands increase.

Guiding Principle (5): *Encourage Sustainable Development*

Goal (5): Create a downtown that is developed with sustainable design principles to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Policies:

- Retain the “small town” feel and unique character of the community through reduced building heights and design guidelines in the historic and downtown shopping districts.
- Support achievement benchmarks in green building such as the Leadership in Energy and Environmental Design (LEED) certification.
- Encourage project designs that incorporate a reduction of construction debris and building materials in the landfills.
- Encourage project designs that achieve lower operating and maintenance costs while providing a comfortable environment for the occupants.
- Develop and enforce low impact development standards.
- Strive for jobs/housing balances City-wide consistent with regional averages by zoning for employment centers.
- Require minimum planting, tree, park and open space requirements and promote solar energy installations to reduce greenhouse gas emissions.
- Prioritize walking and biking over vehicles with development decisions.

ATTACHMENT B

Guiding Principle (6): *Promote Economic Development*

Goal (6): Establish a long term, sustainable and economically viable environment for business and property owners.

Policies:

- Encourage a diverse retail environment with an appropriate mix of retail, office, residential, dining, entertainment and art uses.
- Promote retention of existing businesses and recruitment of desirable businesses.
- Increase population through high density housing, employment, entertainment and tourist centers within walking distance of the Main Street Trolley Station.
- Develop impact fees for new housing units to fund the fair share of street and infrastructure improvements of the downtown.
- Encourage property owners to consider the formation of a Business Improvement District.
- Develop funding or saving mechanisms, where appropriate and feasible, to implement public improvements and business-improvement activities.
- Implement a well-coordinated maintenance program for sidewalks, streets, and landscaping.
- Develop Planning Areas that allows people to satisfy all aspects of their lives including, work, residences, shopping, recreation, education and culture.
- Develop regional destinations to attract tourism to the downtown.
- Encourage breweries, brewpubs and distilleries to attract tourism and employment.
- Develop and implement park program (activity and amenity) designs to energize existing and proposed public parks in the downtown.
- Encourage retail storefronts to be inviting and largely transparent.
- Establish designs and locations for gateways, wayfinding and district identifying signs in the downtown.
- Allow for art in the downtown.
- Require art components and a variety of retailers in the art district.
- Establish design guidelines for public infrastructure improvements within the Art, Historic and Downtown Districts.

Guiding Principle (7): *Create Mobility Options*

Goal (7): Obtain a level of mobility for all modes of transportation that furthers economic development, convenience, safety and choice for residents, visitors, and the business community.

Policies:

- Create an Integrated Transit Center in cooperation with the Metropolitan Transit System (MTS).
- Pursue funding opportunities with MTS for creating grade-separated crossings for the Trolley at Central Avenue, Broadway and Lemon Grove Avenue.

- Reduce the number of vehicle trips and congestion through better management of parking supply, public transit improvements, and roadway improvements.
- When pedestrian/vehicular/cyclist conflicts require compromise, favor the pedestrian and cyclists.
- Create safe pleasant walking and biking corridors with associated amenities and lighting in the downtown.
- Plan for a roundabout at the intersections of Lemon Grove Way and Grove Street.
- Allow for skateboarding within the downtown as a mode of transportation.

Guiding Principle (8): *Develop A Safe Community Atmosphere*

Goal (8): Create a safe environment established through neighborhood policing and high-quality design methods which consider defensible spaces.

Policies:

- Incorporate Crime Prevention Through Environmental Design (CPTED) principles into design guidelines subject to review and approval by Planning staff and the Sheriff's Crime Prevention Specialist.
- Implement CPTED strategies that address lighting, security hardware, street and building access control, visibility, and landscaping.
- Identify safe areas during intense storm events or at times of excessive heat.
- Provide pedestrian scale lighting along pedestrian and parking corridors.
- Encourage volunteerism to maintain, improve and monitor the downtown.
- Maintain public streets and parks and require property owners to maintain their properties in a high quality manner.